



Bord Altranais agus
Cnáimhseachais na hÉireann
Nursing and Midwifery
Board of Ireland

NURSING and
MIDWIFERY
Board of IRELAND

Business Plan
2022

Foreword

The primary function of the Nursing and Midwifery Board of Ireland (NMBI) is:

- to protect the public in its dealings with nurses and midwives
and
- to protect the integrity of the practice of nursing and midwifery
through
- the promotion of high standards of professional education, training and practice, and
- the promotion of professional conduct among nurses and midwives.

The NMBI performs its functions in the public interest and in fulfilment of our statutory remit under the Nurses and Midwives Act 2011.

The 2022 Business Plan is informed by work currently being undertaken on NMBI's Statement of Strategy 2020–2022 and builds on the progress we made in 2021. NMBI's Statement of Strategy is available on the NMBI.ie website.

Our stated strategic priorities for 2020–2022 are:

To continue to deliver on our legislative remit (the core of what we do) and to improve the way we do it by:

1. Evolving our model of regulation.
2. Digitising and improving the efficiency of our services.
3. Leveraging data and research.
4. Communicating more frequently and effectively with our stakeholders.
5. Further developing our organisation.

Our business as the regulator of nurses and midwives saw continued challenges in 2021 as the Covid-19 pandemic and associated restrictions continued. Board and Committee meetings continued virtually for much of 2021 as well as Fitness to Practise (FTP) inquiries. Programme Monitoring and Approval activities and site inspections were conducted virtually up to the end of 2021. Staff continued to work from home where their roles allowed, although the office remained open at all times. The plan for 2022 has been developed in this context.

It is likely that 2022 will see continued disruptions due to Covid-19 and we will need to respond with flexibility and agility. In particular, we are seeing overseas application numbers growing. We believe that this is, and will be, driven by several factors, including international travel restrictions easing, the recent approval of approximately 2,500 additional nursing and midwifery positions in the public sector and strategic recruitment in the sector overall to deal with sickness and self-isolation rates due to Covid-19.

As the regulator we set the standards required to be able to join the register in Ireland. Nurses and midwives trained in Ireland will meet the standards as we have prescribed and there continues to be an increase in the volume of students to be facilitated. Nurses and midwives coming to Ireland will be needed to fill vacancies but we, as a regulator, need to be assured that they

have the competence and educational standards that are deemed equivalent to Irish qualifications. There is a comprehensive assessment process in place for overseas registration applicants and its primary purpose is to protect the public. However, we also recognise that we are a fundamental link in the recruitment chain of nurses and midwives in the Irish healthcare system. We are committed to continually monitoring and streamlining our processes to ensure we expeditiously and effectively evaluate applications. While there are many aspects of the overseas application process that are in our direct control, the process also depends on the applicant and other third parties to provide documentation, respond to correspondence, provide access to placements, etc. We can support applicants and third parties through guidance, provision of information and appropriate collaboration.

In this context in June 2021 we developed an action plan focused on the overseas applications pipeline and began implementation. The increased interest in Ireland as a destination for overseas applicants has been sustained; it increased towards the latter end of 2021. A revised sustainability plan has been developed and agreed, supported by the Department of Health (DoH).

The focus on expeditious processing and progression of appropriately trained and experienced nurses and midwives through the overseas route will remain a priority during 2022 and beyond.

Key Focus Areas in 2022

This business plan is supported by detailed directorate-level work plans. The business plan covers two distinct types of activities:

- Those activities that we will continue to fulfill as our statutory remit under the Nurses and Midwives Act 2011 (captured in the table below).
- And those activities that will deliver required changes, and help evolve and improve our regulatory model and the efficiency and effectiveness with which we deliver it (captured in the section below the table).

Our statutory remit:

We will continue to fulfil our statutory remit under the Nurses and Midwives Act 2011 and implement the remaining provisions as they are commenced.

		Planned date
0.01	Accurately maintain the Register of Nurses and Midwives	Ongoing
0.02	Record and maintain appropriate and up to date employment-related information in relation to registrants, in a way that can be used for reporting purposes	Ongoing
0.03	Set, monitor and evaluate standards for the education and training of nurses and midwives	Ongoing
0.04	To investigate complaints against nurses and midwives and continue to make reasonable efforts to ensure inquiries are heard in a timely and expeditious manner	Ongoing
0.05	Board to discharge fiduciary duties and provide strategic direction in line with Government policies and Government strategic objectives	Ongoing
0.06	Maintain security of data systems, property and other assets	Ongoing

Change and continuous improvement activities:

In addition to our statutory remit, we have identified the following elements as being critical to NMBI's role in ensuring improved organisational effectiveness and implementation of the yet to be commenced sections of the 2011 Act.

We will continue to fulfil our statutory remit under the Nurses and Midwives Act 2011 and implement the remaining provisions as they are commenced.

a) To ensure that NMBI provides an enhanced service to evaluate overseas registration applications to meet the demand for additional health service capacity.

The sustainability plan will include but is not limited to:

- Putting in place and managing third-party contract with potential for 14 full-time equivalent (FTE) positions to process overseas applications.
- Funding to support significant additional capacity in Registration Department for short to medium term.
- Streamlining educational recognition processes without increasing risk to public.
- Extending shelf life of recognition decision letters (for those issued after 2019) to allow for widest pool of resource to be drawn from by potential employers – reviewed on quarterly basis.
- Continuing to maximise internal registration team capacity and availability in relation to overseas recognition applications.
- Continuing to refine MyNMBI (our technology platform for Registration and Education) in the medium and long term to further enhance queue management functionality and processing of applications, as well as enhancing guidance and stakeholder engagement.
- Align with DoH Strategic Workforce Plan and liaise with HSE at Group Directors of Nursing and Midwifery level through formal structures to build understanding of anticipated need in divisions and specialisms.
- Liaising with recruitment agencies and National HR (HSE) to coordinate activity, as well as Nursing Homes Ireland.
- Monitoring and connecting with the Nursing and Midwifery Council (NMC) and Northern Ireland counterparts to assess cross-border resourcing requirements.
- Implementing internal team enlargement to create capacity, agility and enhanced productivity that meets demand.

Spend:

- €574k for capacity enhancement.

b) Managing the Maintenance of Professional Competence

Continue project-based work on the Management and Maintenance of Professional Competence Scheme.

Having drafted and costed a proposed scheme, 2021 saw us commence a proof of concept to allow us to refine the scheme and bring it to the relevant stakeholders for approval and signoff. When complete (mid 2022) we will then move to a pilot of the scheme. This will be a multi-year project.

Spend:

- €93K for proof of concept/pilot scheme.

c) Professional Indemnity

Continue to engage with stakeholders to establish suitable drafting of rules to permit consultation and ultimately commencement of Section 40 of the Nurses and Midwives Act 2011.

Spend:

- No external spend expected.

d) Annotation

In 2021, there was productive collaboration with our stakeholders, including the Department of Health, the HSE and the Expert Review Body on Nursing and Midwifery, regarding an approach to defining specialisms and how they will be recognised and annotated on the NMBI register. This work is expected to continue in 2022.

Nurse and Midwife Specialist Education Standards and Requirements will be published, and these will become part of our programme approval and monitoring process.

Spend:

- Funding provided for in Education 'projects' line of budget.

e) Regulated Professions (Health and Social Care) (Amendment) Act 2020

In 2021, we implemented required changes to support the commencement of this new legislation in the FTP area.

Impacts on the registration area will be addressed from Q3 2022.

Spend:

- €20k legal advices re commencements.

f) Approach to complaints handling

There will be significant change to our complaints' handling process in 2022.

- We will be leveraging those changes available because of the 2020 legislation to more efficiently and effectively deliver on our statutory complaints' handling activities. E.g., use of undertakings to reach satisfactory outcomes for complaints and, three-person instead of five-person FTP inquiry subcommittees.

This will require training and support for the Preliminary Proceedings Committee (PPC), Fitness to Practise Committee (FTPC) and the Board, and collaboration with the unions and legal service providers.

- Additional changes identified through the ‘Compassion Project’, which we undertook in 2021 to identify ways to make the complaints experience more compassionate for those involved, will also be introduced. These will include updating our Complaints’ Process material, which is available on our website, producing explanation videos, enhancing and refining the language and content of letters we write to parties to a complaint and introducing free access to support services.
- Implementation of the relevant 2020 revisions to the Act should reduce the time from the receipt of a complaint to it being dealt with or a hearing being scheduled. This (in the longer term) will shorten the duration of the FTP process – a key strategic objective as registrants and complainants have indicated that the length of time to deal with a complaint is a significant stressor.
- Our new case management system will be configured and all ongoing complaints and inquiries will be migrated to the new system in mid-2022. This case management system will store all information about complaints, will track activities, schedules, documentation, automate alerts and significantly reduce manual scheduling, filing and tracking, and increase our reporting capability.
- Following the procurement of Trialview as a remote inquiry solution, we will enhance and extend our use of this and other platforms as part of complying with our legislative obligations to make reasonable efforts to deal with complaints expeditiously and process them in a timely manner.
- A Complaints’ Handling Cost Analysis Paper has also informed our thinking on how the Board would like to allocate resources and time in the future based on risk and patient-safety impact. This will inform our approach to using all the options and tools available to us as identified above and the configuration of our team.
- Our current contract for legal services’ providers comes to an end in May 2022 so we will be undertaking a requirements’ gathering, tendering, evaluations and selection process in Q1-Q3 2022.

Spend:

- €67k for case management system deployment.
- €25k for legal services’ contract procurement advices.
- €15k for Compassion Project videos.
- €40K for support services.

g) Our investment in MyNMBI will continue. Our focus will be:

In the Registration Department:

- The stabilisation of V2.0 of the registration module from a technical and change management perspective.
- The identification of a registration module development roadmap (V3.0 future developments or upgrades).
- Development of specification for next-generation digital solution.
- Procurement exercise commenced and completed.
- Provider deployment initiated commencing with new requirements development.

Spend:

- Maintenance, licence, and hosting costs for MyNMBI will be €254k plus €40k in 2022.
- Change requests and development are estimated to be c. €200k for the registration module in 2022 (v3.0).
- We will also undertake a horizon-scanning exercise to anticipate future demands on the health system and in turn on nurses and midwives and their recognition and registration applications. This will inform our continuous improvement agenda where we will be working to identify and remove any friction from our processes.

Education, Policy and Standards directorate:

The development of the specification for the education module.

- The education module of the myNMBI system when deployed will support the inspections for undergraduate and specialist programmes and approval or reapproval of education programmes.

Spend:

- €65K for development of specification, procurement of next generation digital solution.

h) Implementation of our updated approach to Programme Approval and Monitoring

In 2020 we commenced significant preparatory work in relation to proposed changes regarding the approval and monitoring of programmes leading to registration and specialist programmes. This included a consultation in 2020 with education bodies, the DoH, the HSE and unions with regards to Nurse Registration Programmes' standards and requirements (2016), Midwife Registration Programme standards and requirements (2016), the function of annual reports in the process and the publication of inspection reports. Following the consultation, an updated approach to the programme approval and monitoring process was developed and tested with two volunteer HEIs (proof of concept), following which the consultation report and updated Nurse and Midwife Programmes' standards and requirement was published in Q1 2022.

2022 will see us embed the new approach to programme approval and monitoring including, but not limited to, updated guidance and new self-audit templates for HEIs and Associated Health Care Providers (AHCPs), new agendas for site visits, updated assessor training, assessor tools and reporting templates, new annual report templates and the publication of inspection reports.

i) Stakeholder engagement on future nursing and midwifery education

The Expert Review Body on Nursing and Midwifery has concluded its work and the report has been published. NMBI contributed to the deliberations and expects to have a number of projects allocated to it for implementation. Specifics are to be in areas such as curriculum reviews, graduate entry pathways, returners to practice, recency of practice and independent practitioners. Preliminary work on a curriculum review for undergraduate programmes will commence in 2022 as will the creation of standards and requirements for graduate entrants.

Spend:

- €40k for consultation activity.

Changes to the EU Directive on the recognition of the professional qualifications of nurses and midwives (2013/55/EU) could also be on the horizon. This coupled with NMBI's stated intention in its Statement of Strategy to facilitate system wide conversations about the future direction and standards in nursing and midwifery education, means we will be investing time in consultation and stakeholder engagement activities.

Spend:

- €10k on engagement activity.

In 2022 we plan to develop an internal Education, Standards and Policy strategy document to outline our future direction in education, standards and policies over the next five years.

Spend:

- €10k on strategic engagement.

j) Evolving our reporting capability

The new registration module delivers improved reporting capabilities regarding registration and the register.

Our improved capability began with the implementation of the Registration module of MyNMBI in Q4 2020. We further refined our data collection methodologies in Q3 2021, having engaged with the DoH and the HSE to further understand their data and reporting requirements and pragmatically meet those needs (e.g., for workforce-planning purposes).

In 2022 we will conduct a horizon-scanning exercise to anticipate future data demands from the health and education system. This will inform plans to further develop reporting capability, which will continue to evolve over several years.

In 2022 we will also undertake analysis to facilitate the sharing of insights from FTP with registrants, employers, unions and higher education institutions (HEIs).

Our use of data will be governed by our legislative framework, including GDPR. The searchable NMBI register will continue to be available on our website. Other than the Register, data at an individual applicant or registrant level will not be shared outside appropriate personnel in the NMBI organisation.

Spend:

- Reporting will be developed within the existing headcount, with specific training provided.
- €20k to facilitate the analysis of and sharing of insights into the complaints process with registrants, employers, unions and HEIs.

k) Organisation development

We have been evolving our workforce in line with our digitisation agenda and Statement of Strategy. Our focus has been, and will continue to be, to:

- Increase capacity, build capability and greater agility at senior and middle management levels.
- Introduce new capabilities in data gathering, analysis and reporting, quality assurance, change and project management.
- Create capacity in anticipation of new activities (managing the maintenance of professional competence, annotation, publishing data and insights, research, etc.).
- Our digitisation agenda means that we will be eliminating and/or automating low-value add/transactional activities and leveraging tools such as SharePoint.

Each post advertised and filled is considered in this context. In 2021 we implemented a succession plan for several key leadership positions due to planned retirements within the senior management team (SMT) and ends of terms of office for Board members. In 2022, we will see a period where the newly formed senior leadership team will work collaboratively to realise the strategic vision and help inform the Board to ensure that the regulator's position in the healthcare system is maximised. Training will be provided to support this leadership.

The current Director of Finance exits the business in early 2022 and arrangements are being put in place for this change. Our President's term is also coming to an end.

The two central themes to our staff training and development this year remain to support digitisation (roll-out of technology solutions and better ways of working, including SharePoint and Nulia Works) and service excellence.

We will continue to invest in our people and the organisation to ensure we are equipped to meet the needs of our registrants, the public and our

stakeholders. This year will also include a focus on internal communications and the development of new blended working arrangements. The organisation will also explore involvement in 'Great Place To Work'.

Board changes will occur as terms of office terminate for up to 50% of the Board in December 2022. The organisation will consider knowledge continuity. An election will occur for registrant divisional representatives.

Spend:

- €95K has been allocated to staff development and training.
- €15K for leadership training.
- €20k for Board elections.
- €10K for knowledge continuity.

l) Working to ensure we adequately resource the organisation to fulfil its obligations

We are continuously working to ensure we adequately resource the organisation to fulfil its obligations. The Finance Department is engaging in continuous assessment of income streams, multi-annual forecasts and contract management by budget holders. NMBI is also working to achieve efficiencies and value for money in respect of new procurement tenders. NMBI is working to establish long-term financial security for the organisation.

Spend:

- No additional spend.

m) Maintain security of data systems, property and assets

Maintaining and strengthening the security of NMBI's data systems, property and assets by taking ongoing actions to mitigate risk remains a priority. Engaging in ongoing staff training, and continuing to invest in systems, property and assets will be a focus.

Horizon-scanning capacity to find new and better ways of managing our systems and protecting our data, to assist the business and support registrants will also be developed further.

Spend:

- €100k in total.

n) Develop our next Statement of Strategy (2023-2025)

The regulatory environment never stands still, and regulatory approaches need to be agile and effective. During 2022 we will commence work on our next Statement of Strategy which will run from 2023–25. Alongside our core regulatory functions, we will be seeking ways to work with our partners in the health system to have a positive impact on patient and service-user safety and with our registrants to support them to deliver the highest standards of care, continuing to shift our focus and resources to prevention of harm and upstream regulation rather than acting after the fact.

Many of these key focus areas are multi-year projects and investments.

They are grounded in the overall vision of what we want to achieve in our Statement of Strategy 2020-22.

The tables below summarise the Statement of Strategy objectives, key achievements in 2021 and planned activity in 2022.

1. Evolving our model of regulation			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Regularly review our code, education standards and guidance to ensure that they remain relevant to what nurses and midwives are experiencing on the front line and in other diverse roles.	<p>Consultation with Local Joint Working Groups on updates proposed to education standards and processes.</p> <p>Consultation on updated Code of Professional Conduct and Ethics.</p> <p>Published Consultation Reports.</p>	<p>Published Consultation Report on updated education standards and process. Following this, a proof of concept was undertaken with volunteer HEIs.</p> <p>Rolled out updated Code of Professional Conduct and Ethics.</p>	<p>Publish updates to Nurse Registration Programmes' standards and requirements (2016). Q1 2022</p> <p>Publish updates to Midwife Registration Programme standards and requirements (2016). Q1 2022</p> <p>Review of Midwifery Scope of Practice to be completed. Q3 2022</p> <p>Undertake major consultation on undergraduate programme curriculum. Q2 2022</p> <p>Undertake major consultation and develop S&Rs for pathways to registration. Q1 2022</p> <p>Publish education standards for specialist education programmes leading to annotation on the register (dependent on external factors). Q3 2022</p> <p>Support enactment of Professional Indemnity part of 2011 Act (dependent on external factors). Q1-Q4 2022</p> <p>Plan implementation of remaining registration elements of 2020 Act. Q4 2022</p> <p>Practice Standards for Midwives to be updated. Q2 2022</p>

continued

Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
<p>Work as part of interdisciplinary working groups to ensure that evolving models of healthcare are supported, patients are protected, and registrants are confident in delivering care. Interdisciplinary working groups would include registrants, patients, policymakers, educators, employers, unions, professional bodies and other regulators.</p>		<p>Provided input to Nursing and Midwifery Expert Body.</p> <p>Worked proactively with other stakeholders to ensure the education regulatory standards were maintained and student placement capacity was extended during the pandemic, especially during the third wave of Covid-19.</p> <p>Worked collaboratively with stakeholders to progress statutory changes e.g., permitting students to be vaccinators.</p>	<p>Identify implementation plan for actions allocated to NMBI as a result of the work of the Nursing and Midwifery Expert Review Body. Q2 and ongoing</p> <p>Work with colleagues to identify ways to expand placement opportunities for students.</p> <p>Q2 2022</p> <p>Develop and commence implementation of five-year Education, Standards and Policy Strategy. Q1 2022</p> <p>FTP complaints: agree profiling of cases with the Board. Q1 2022</p> <p>Support adoption of Regulated Professions (Health and Social Care) (Amendment) Act 2020 options/'new' approaches. Q1 2022 and ongoing</p> <p>Configure FTP case management tool. Q1–Q2 2022</p> <p>Legal services' procurement completed. Q3 2022</p> <p>Establish working group of workforce planning with DoH, GDONs and HSE National HR. Q1 2022</p> <p>Commencement of Humanitarian Clauses of the Nurses and Midwives Act (NMA). Q1 2022</p>
<p>Finalise the design of the Managing the Maintenance of Professional Competence Scheme (MMPC) and start roll-out to strengthen a culture of continuing improvement. This will ensure that continuing and existing personal development is recognised, regarded and fully used in service delivery.</p>	<p>High-level approaches and costs identified and discussed with key stakeholders.</p>	<p>Having appraised options in 2020, 2021 saw us discuss these with key stakeholders and commence work on a proof of concept.</p>	<p>Complete proof of concept by Q3 2022.</p> <p>Implement pilot phase, including exploring digital solutions. Commencing Q4 2022</p> <p>Undertake stakeholder engagement initiative – throughout the year</p>

continued

Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
<p>Explore options to widen access pathways to registration while maintaining confidence in competency.</p>		<p>Supported (from a regulatory perspective) Covid-19 demand for resources flexibly.</p> <p>Ongoing evolution of our overseas registration process to make it more flexible and accessible, while at the same time maintaining standards of registration. This work will continue next year with input from our stakeholders.</p> <p>New education body approved to provide additional places for the undergraduate BSc general nursing registration programme.</p>	<p>Analysis of applicant and restoration pools and pathways to explore options to facilitate fast-tracking for volume optimisation. Q1-Q3 2022</p> <p>Explore aptitude-test options to support mobility between divisions of nursing where no deficits exist. Q2-Q4 2022</p> <p>Explore potential to leverage credentialling of other recognised bodies. Q4 2022</p>
<p>Undertake a project to establish mechanisms for assessing qualifications which are presented to NMBI frequently by applicants who present no issues in terms of deficits.</p>			<p>Undertake a project to establish mechanisms for assessing qualifications which are presented to NMBI frequently by applicants who present no issues in terms of deficits.</p>
<p>Increase our focus on supporting all our registrants to deliver safe patient outcomes rather than concentrating on the few who have had a complaint made about them.</p>	<p>Increased our guidance.</p>	<p>Timely, proactive, quality and relevant guidance. Additional guidance and support via the website and eZines for registrants in Covid-19 context.</p> <p>Completed a project to identify opportunities for greater compassion for all those involved in the complaints process and the sharing of insights. An action plan was agreed by the Board and implementation has commenced.</p>	<p>Timely, proactive, quality and relevant guidance.</p> <p>Implement the action plan to share complaints insights with registrants, employers, unions and HEIs, and show greater compassion for all those involved in the complaints process.</p> <p>Share best practice in training and education – site visits. Q1 2022 ongoing</p> <p>Provide support services for registrants subject to complaints. Q3 2022</p>

2. Digitising and improving the efficiency of our services			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Streamline the registration process for applicants, giving them enhanced self-service options including the option to pay online and get easy access to their records and data.	Delivered through V1.0 MyNMBI Registration Module.	<p>Registrant System Development Roadmap 2021-22 developed.</p> <p>Stabilised V1.0 MyNMBI Registration Module, using feedback from registrants and applicants.</p> <p>V2.0 MyNMBI Registration Module introduced.</p> <p>Updated renewal guide and website content, as well as increasing targeted communication through email to support applicants and registrants through various processes.</p>	<p>Ongoing MyNMBI development.</p> <p>Complete a Code Review of MyNMBI . Q1 2022</p> <p>Prepare for and run procurement of next generation digital system. Q1-Q3 2022</p> <p>Provision of enhanced guidance materials for system engagement (overseas application process). Q1-2022</p>
Ensure that systems are created to capture relevant evidence of qualifications, experience and professional history for all registrants, applicants and graduates	Delivered through V1.0 MyNMBI Registration Module All applications will be digital and all associated documents referenceable.	<p>V2.0 MyNMBI Registration Module introduced.</p> <p>All registrant applicant processes are now digital and associated documents referenceable.</p> <p>Registration records include employment details to allow for national recording.</p> <p>All applications to the Register are made through the digital system.</p> <p>Candidate processes are deployed and, on graduation, candidates progressed onto the Register.</p>	<p>Ongoing MyNMBI enhancements to improve data capture and efficient processing.</p> <p>Undertake business process evaluation.</p> <p>Implement improvements in the digital infrastructure to maintain data security and mitigate risk.</p>

continued

Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
<p>Ensure that all educational service providers have a full understanding of our education standards, provide adequate evidence to satisfy requirements, and have a full appreciation of areas for improvement.</p>	<p>Consultation with Local Joint Working Groups on updates proposed to education standards and processes.</p>	<p>Developed consultation report on updates to education standards and processes.</p> <p>Update internal process on how future update to education standards will be approached.</p>	<p>Launch of revised standards and requirements (undergraduate programme) and programme approval and monitoring policy. Q1 2022</p> <p>Revision of annual reporting (HEIs) processes and products agreed and introduced. Q1 2022</p> <p>Publish site visit inspection reports on website, share best practice. Q2 2022</p> <p>Design specifications for Education Module v1.0 of MyNMBI . Q3 2022</p>
<p>Create an open, efficient and effective pathway to manage complaints within the legislative process.</p>		<p>The Regulated Professions (Health and Social Care) Amendment Bill was commenced in August 2021. We began implementing our plan to address changes introduced. This is ongoing.</p> <p>An opportunities log was created to capture ways in which the complaints management process could deliver increased efficiency, effectiveness and a more compassionate experience for those party to a complaint. The prioritisation and implementation of resulting proposed changes is ongoing.</p> <p>Selection and implementation of complaints case management tool.</p> <p>NMBI continued to progress preparation of FTP cases during the Covid-19 pandemic with permissions, stakeholder support and capacity for remote and hybrid hearings in place and ongoing to ensure that cases advance.</p>	<p>Continuation of the use of Trialview and other communication tools.</p> <p>Extension of remote meeting arrangements (where appropriate and sensible).</p> <p>Introduction and embedding of case management system. Q1-Q2 2022</p> <p>Implement elements of the compassion project including information videos. Q2 2022</p>

3. Leveraging data and research			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Share data insights with our registrants and other stakeholders to support our registrants, protect the public and inform policy.	Significant consultation on Rules to facilitate the capturing and digitising of extended data set.	Define data reporting approach 2021-22 MyNMBI Data Reporting V1.0.	MyNMBI Data Reporting V2.0. Q3 2022 Publish Site Inspection Reports. Q2 2022 Annual reporting analysis (attrition rates/conditions' compliance). Q4 2022 Summer school/events to share data and insights. Q2-Q3 2022
Share data on the register to assist health services with workforce planning activities.		MyNMBI Data Reporting V1.0. For the first time in NMBI's history employment-related data collection began in 2020 with MyNMBI. We will continue to evolve the data set and analysis. Contributed to EU, OECD and WHO macro data reports. Ongoing analysis of complaints data to inform registrants and to feed into the requirements for initial nursing/ midwifery education programmes.	MyNMBI Data Reporting V2.0. Q3 2022 Establish the requirements of stakeholders and agree format and frequency. Q2 2022 Train staff on reporting and draft implement plan for data publication. Q3-Q4 2022
Work closely with others in the healthcare sector so that we can collectively have more impact on protecting the public (sharing inspection reports, risk profiles, etc.)	Macro data set shared with stakeholders to facilitate Covid-19 planning. Consult on publication of site inspection reports FTP Insights Series.	NMBI provided input and a response to the Nursing and Midwifery Expert Body.	Undertake and publish research into complaints – data. Q3 2022 Establishment of data-sharing fora for FTP and site-inspection learnings. Q3 2022
Use research and data to inform our policy approach. Using this evidence will enable us to develop insights into our registrants, making our work more effective and proportionate.		Developing data and reporting model. Contributed to OECD, EU and WHO macro data reports. Analysis was carried out to support the HEIs and the HSE/ Department of Health	Use insights to inform workforce planning at national level. Q3 2022 Undertake evidence sharing via summer school. Q2-Q3 2022

continued

Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
		<p>in the context of Covid-19 planning. We provided profiling and pragmatic support to inform if it was feasible to get registrants into the system early (challenged to complete year 4 in traditional way).</p>	
<p>Use data to continually improve what we do, e.g., review FTP complaints and inquiries to determine if outcomes can be achieved more quickly, or in a different way.</p>	<p>FTP Insights Series/ Sharing.</p>	<p>FTP Insights Series/ Sharing.</p>	<p>Complaints handling/FTP strategy. Introduction of new powers for PPC and evaluation. Q1-Q4 2022 Implementation of findings from Compassion Project. Ongoing</p>

4. Communicating more frequently and effectively with our stakeholders			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Develop and implement a strategic communication plan which focuses on content and efficient channels for communication while also accounting for significant developments in the business calendar that will need to be proactively supported, i.e., our new online registration system.	Customer Action Plan completed and published. 2020 Communications Plan completed.	Developed comprehensive communications plan per stakeholder group. Implemented 2021 Communications Plan. Report progress.	Implement Communication Plan 2022 including: <ul style="list-style-type: none"> Scoping out Social Media Approach. Q3-Q4 2022 Onboarding new PR company and implement proactive media campaigns. Q2 2022 Creating new digital content for website – including the increased use of video. Q2 2022 Forming an internal communication working group, in conjunction with HR. Q1 2022 Launch of Register data report. Q2-Q3 2022 Review of material in FTP Department. Q2-2022 Review of professional standards documents. Q2 2022 Increased stakeholder engagement – particularly during the formation of the new Statement of Strategy Create and deliver summer school series of events. Q2-Q3 2022.
Develop and implement a customer action plan which will include: <ul style="list-style-type: none"> Outlining the nature and quality of service that customers can expect Clarifying our role and using every opportunity to explain what we do and how we do it Updating our website with clear and easy to understand content Conducting listening events. 	Customer Action Plan completed and published.	Carried out a review of customer service feedback from 2021.	Implement Customer Action Plan. Measure Progress re stakeholder engagement. Q4 2022 Enhanced organisation-wide approach to customer service – communications training for staff, coordinating email inboxes. Q3-Q4 2022

<p>Listening events regularly conducted to improve communication with our stakeholders.</p>	<p>In Customer Action Plan, e.g., HEI Local Joint Working Groups convened to consult.</p>	<p>Changes to our policies and standards were developed collaboratively with our stakeholders.</p> <p>Build distinct stakeholder engagement into all communications plans for new initiatives.</p> <p>Adapt approaches as appropriate.</p> <p>Listening events conducted to capture feedback of registrants who completed the 2022 renewal process. The feedback will be used to implement further system improvements.</p>	<p>Formalise stakeholder engagement calendar to inform Statement of Strategy 2023-2025.</p>
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5. Further developing our organisation			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Support staff in their acquisition of the knowledge, skills and competencies to do their jobs effectively and with confidence.	Staff Training and Development Plan (2020).	The 2021 Staff Training and Development Plan was adapted to ensure continued staff training and development during the pandemic and remote working. 75% of staff availed of training and development programmes during the year. 85% of staff accessed the NMBI well-being initiatives.	Staff Training Plan (2022). SharePoint development and deployment, support adoption. Q2-Q4 2022 Nulia Works deployment and adoption. Q2 2022 HR strategy review implementation.
Support the Board in its delivery of our governance structure.	Terms of reference review for Board and committee complete.	Succession plan and onboarding for Board members	Internal audit/s. Ongoing
	Internal audit/s (ongoing). Board Training and Development Plan 2020.	Reflecting good governance practice, an external review of committees was undertaken, and the Board considered and implemented a plan to action insights in 2021. Internal audits are ongoing. The Board Training and Development Plan 2021 was implemented.	Board Training and Development Plan 2022, including a focus on 2020 Bill for PPC, FTPC and Board. Introduction of new Board Members (4). January 2022. Preparation for new Board appointments, i.e., election, public-interest appointments. December 2022
		Policy for recruitment to and tenure on Committees	
Review the structure of our organisation to allow for the effective delivery of our legislative remit. Continue to develop a rolling three-year workforce plan.	Workforce Plan 2020. Define, advertise, and fill new and open positions.	Succession plan and onboarding for new SMT members. The Workforce Plan 2021 was developed and implemented. Defined, advertised and filled new positions, including key senior management team roles as part of our succession plan.	Workforce Plan 2022. Define, advertise, and fill new and open positions. Support organisational expansion. Q1 2022 Finance department to continue ensuring long-term financial security for the organisation.

continued

Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Continue to abide by the Code of Practice for the Governance of State Bodies and other national and EU legislation, including the Public Sector Equality and Human Rights Duty.		<p>NMBI's annual statement of compliance with the Code was considered by the Board. The Board approved revisions to its standing orders to ensure compliance with legislative changes. All outstanding procedures required by the Code were drafted and approved by the Board, including procedures on obtaining independent professional advice and recording of Board members' concerns.</p> <p>Public Sector and Human Rights Duty – Phase 1 Analysis complete.</p>	Public Sector and Human Rights Duty – Phase 1 Analysis complete.
Identify further ways to streamline the usage of Board time.	<p>Remote meetings and IT infrastructure implemented.</p> <p>Explore Board papers management software.</p>	<p>Remote meetings and IT infrastructure were further developed to reflect the long-term nature of the pandemic and associated work arrangements.</p> <p>New management software was rolled out for Board papers.</p>	Implement Board 2021 Self-Evaluation Action Plan.

Required Resources

The 2022 Business Plan has been developed based on resources expected to be available to the NMBI in 2022. The budget is attached in Appendix 1.

We will continue to work with other agencies to identify opportunities for shared services and resources. All recruitment for replacement of existing posts as well as new posts requires sufficient funds to pay the salaries, prioritisation of posts and prior sanction from the Department of Health in relation to each post. Successful delivery of the Business Plan will be dependent on gaining the necessary approval to maintain and develop our workforce with the appropriate skills and expertise.

We have been evolving our workforce in line with our digitisation agenda and statement of strategy.

We are continuing our preparations for the introduction of new statutory activities associated with the MMPC and any associated requirement to audit registrant MMPC activities. Conducting a proof of concept this year and moving towards a pilot of the scheme will inform our thinking on these additional resource requirements.

Performance and Risk Management

2022 will see the continued implementation of significant change to our systems, how we work, the make-up of our leadership team and the make-up of our Board, including electing a new President when the current term ends. These changes are not without risk. We will review and appropriately manage our risks throughout the year and provide assurance to the Board of the NMBI. We will enhance our risk management approach in the identification, assessment, monitoring, management and reporting of risk under the stewardship of the Audit and Risk Committee.

Reporting

We will report on the delivery of objectives quarterly to the Board and take a half-yearly review of delivery against our strategic priorities. We will submit progress reports on our Statement of Strategy to the Minister in our Annual Report and at such other intervals as required by the Department of Health

Business Plan Assumptions

Section 20 (2) of the Nurses and Midwives Act 2011 requires the Board to prepare

a business plan and ensure that the plan:

- indicates the type and volume of business to be undertaken by the Board during the period to which the plan relates.
- indicates any capital plans proposed by the Board.
- contains estimates of the number of employees of the Board for the period and the business to which the plan relates.

The key assumptions included in Business Plan and Budget 2022 are as follows:

Covid-19

We have assumed that there will be continued Covid-19 challenges which we have not yet identified but to which we may need to respond.

Income Generation

The budget income is derived from the following key drivers:

	Volume	Fee €	Total Income €
Annual Retention Fee	76,507	100	7,633,000
Overseas Applications	6,000	350	2,110,000
Overseas Registrations	3,900	145	568,860
Irish-trained Registrants	1,450	145	297,450
Restoration to the Register	737	250	184,250
Verification fees	1,570	80	125,600
Advanced Nurse/Midwife Practitioner fee	125	145	18,125
Other Registration income			2,400
Total Registration			10,957,385
Contribution to NCC			200,000
Superannuation			62,303
DoH Funding			
Bank Interest			0
Total Income			11,219,688

The volumes used are an estimate based on the number of registrants as at December 2020.

Assumptions underlying this budget are as follows:

- The NMBI has not allowed for any increase in the rates it charges for its services
- Annual Retention Fees (ARF). It is assumed that there will be c. 76,507 registrants paying the 2021 ARF.
- Overseas applications are expected to increase in 2022 (6,000) with 4,300 in 2021.
- Irish registrations reflect our estimate of the numbers to be registered from Irish graduates.
- Verification fees are similar to 2021 expected out-turn.
- Contributions to the Nursing and Careers Centre are expected to remain at €200,0000.
- Superannuation income is pension contributions received from staff, who are members of the pension scheme prior to the new SPSPS of salaries, and is based on the salaries budget.

Capital Expenditure Plan

The NMBI has a programme of capital expenditure to improve its physical and digital infrastructures.

- Continued development and implementation of MyNMBI, FTP case management tool, and support for a Professional Competence Scheme. Projected spend in 2022 (€200k).
- Application Environment rebuilding (post infrastructure) (€25k).
- Productivity Software projected spend in 2022 (€30k).
- IT infrastructure upgrades (€20k).
- Implementation of physical infrastructure changes to the NMBI's offices and improved spatial usage of our facilities. Projected spend in 2022 (€200k).

Total projected capital expenditure in 2022: €475K.

Staff Numbers

The budget allows for an average of 68.6 staff (approved WTE compliment) in 2022.

Conclusion

The budget attached to this business plan will be carefully monitored and managed throughout the year with monthly reports presented to the Department and at each Board meeting. A revised budget will be prepared mid-year to reflect any changes in assumptions, actual year-to-date income and expenditure profiles and projected end of year out-turn.

The year 2022 will be a significant one for the Board with the continued implementation of the Nurse and Midwives Act 2011, the continued roll-out of the MyNMBI and other changes to be delivered. However, the Board and management are confident that, with the continued support of the key stakeholders, we will deliver this Business Plan for 2022.





Appendices

Appendix 1: Nursing and Midwifery Board Budget 2022

Income and Expenditure Budget 2022

INCOME	€	€	+/-	%
	Budget 2022 Draft	Actual Management Accounts 2021 (Unaudited)		
<u>Fee income</u>				
Annual Retention Fees	7,650,700	7,488,215	162,485	2.17
Overseas Application and Registrations	2,678,860	2,368,418	310,442	13.11
Irish Registration fees [students and Irish trained registrants]	297,450	611,142	16,683	2.73
Other Income [duplicate cert, appeals, transcripts, superannuation requests]	330,375		-	
Contribution towards Nursing Careers Centre	200,000	200,000	-	0.00
<u>Bank and investment interest income</u>				
Superannuation income	62,303	70,235	(7,932)	(11.29)
Bank and investment interest income	-	-	-	
Total income	11,219,688	10,738,010	481,678	4.49

continued

EXPENDITURE**Pay**

Wages and salaries	(3,816,003)	(2,767,707)	1,048,296	37.88
Pension costs	(770,176)	(858,989)	(88,813)	(10.34)
Agency	(572,199)	(1,019,451)	(447,252)	(43.87)
Total payroll expenditure	(5,158,378)	(4,646,147)	512,231	11.02

Non Pay**General administrative costs**

Maintenance	(188,355)	(159,281)	29,074	18.25
Light, heat and electricity	(54,668)	(47,859)	6,808	14.23
Insurance	(61,800)	(60,172)	1,628	2.70
Rates	(107,770)	(103,735)	4,035	3.89
Catering	(2,500)	(1,891)	609	32.20
Audit and finance costs	(78,500)	(76,470)	2,030	2.65
Bank interest and charges	(81,800)	(56,867)	24,933	43.85
Telephone costs	(59,400)	(112,231)	(52,831)	(47.07)
	<u>(634,793)</u>	<u>(618,507)</u>	<u>16,286</u>	<u>2.63</u>

Legal/FTP costs and**Professional fees**

FTP - Legal, stenographer, assessor and witness costs	(2,551,779)	(2,706,949)	(155,169)	(5.73)
Professional fees	(918,750)	(817,507)	101,243	12.38
	<u>(3,470,529)</u>	<u>(3,524,455)</u>	<u>(53,926)</u>	<u>(1.53)</u>

continued

Other Corporate and Support Costs

Board fees, and board and committee	(180,000)	(213,079)	(33,079)	(15.52)
ICT support costs (including Nightingale)	(841,885)	(756,016)	85,870	11.36
Accommodation for FTP inquiries	(120,000)	(61,742)	58,258	94.36
Travel, subsistence and site visits	(61,300)	(17,517)	43,783	249.95
Qualification assessors	(130,000)	(133,875)	(3,875)	(2.89)
Other office and corporate costs	(411,080)	(15,045)	396,035	2,632.40
Printing, postage and courier costs	(60,000)	(22,978)	37,022	161.12
Staff training, welfare and recruitment	(147,778)	(139,789)	7,989	5.72
Call centre	(250,000)	(341,683)	(91,683)	(26.83)
	<u>(2,202,043)</u>	<u>(1,701,723)</u>	<u>500,320</u>	<u>29.40</u>
Total gross expenditure (Excl Dep)	<u>(11,465,744)</u>	<u>(10,490,833)</u>	<u>974,911</u>	<u>(9.29)</u>
Net surplus/(deficit) before depreciation	<u>(246,056)</u>	<u>247,177</u>	<u>(493,233)</u>	<u>(199.55)</u>
Less depreciation	<u>(818,421)</u>	<u>(638,720)</u>	<u>179,701</u>	<u>28.13</u>
Operating surplus/(deficit) after depreciation	<u>(1,064,477)</u>	<u>(391,554)</u>	<u>(672,933)</u>	
<i>Funding received from DOH</i>		425,000	-425,000	
	<u>(1,064,477)</u>	<u>33,456</u>	<u>(1,097,933)</u>	

Budget 2022 Balance Sheet

	Budget	Actual
	31.12.2022	31.12.2021
<u>Fixed assets</u>		
Freehold land	1,265,833	1,265,833
Premises	8,606,293	8,684,526
Equipment and fittings	(0)	(16)
Computer hardware and software	82,187	83,021
Registration system	1,063,548	1,336,649
	<u>11,017,861</u>	<u>11,370,045</u>
<u>Current assets</u>		
Cash at Bank and in hand (inc deposits)	4,323,307	5,264,269
Debtors	18,804	15,256
Prepayments	107,000	178,993
	<u>4,449,111</u>	<u>5,458,518</u>
<u>Current liabilities</u>		
Amounts falling due within one year:		
Trade creditors and accruals	(861,556)	(845,227)
Deferred income - ARF	(4,000,000)	(4,072,358)
Deferred income - Department of Health	(0)	(0)
Mortgage due in one year	(241,480)	(241,480)
	<u>(5,103,036)</u>	<u>(5,159,065)</u>
Net current assets/(liabilities)	(653,925)	299,453
<u>Non-current liabilities</u>		
Amounts falling due after one year		
Mortgage due after one year	(989,783)	(1,230,683)
	<u>(989,783)</u>	<u>(1,230,683)</u>
Net assets	<u>9,374,153</u>	<u>10,438,635</u>
<u>Represented by</u>		
Surplus/(deficit) for the year	(1,064,477)	33,455
Reserves brought forward	10,438,634	10,405,179
Capital funding - Department of Health	0	0
Accumulated fund	<u>9,374,153</u>	<u>10,438,635</u>

Budget 2022 Cash Flow Statement

	Budget	Actual
	31.12.2022	31.12.2021
<u>Cash flows from operating activities</u>		
Excess income over expenditure	(1,064,477)	33,455
Depreciation and impairment of fixed assets		638,720
(Increase)/decrease in receivables	94,532	(15,964)
Increase/(decrease) in payables	-72,958	1,066,629
Deposit interest received	0	0
Bank interest paid	6,158	4,927
	<u>(1,036,745)</u>	<u>1,727,767</u>
<u>Cash flows from investing activities</u>		
Payment to acquire property, plant and equipment	343,421	(227,686)
	<u>343,421</u>	<u>(227,686)</u>
<u>Cash flows from financing activities</u>		
Bank interest received	0	
Bank interest paid	(6,158)	(4,918)
Mortgage repayments	(241,480)	(254,076)
	<u>(247,638)</u>	<u>(258,994)</u>
NET INCREASE/(DECREASE) IN CASH	(940,962)	1,241,083
Cash and cash equivalents at start of the year	5,264,269	4,023,186
Cash and cash equivalents at end of the year	<u>4,323,307</u>	<u>5,264,269</u>

Appendix 2: Our Mission and Values

Our Mission and Values

The NMBI is an independent body that exists to protect the public and the integrity of the practice of the professions that we regulate.

Our vision is to provide leadership to registered nurses and registered midwives to deliver safe care through innovative and proactive professional regulation.

Our mission is to protect the public and the integrity of the professions of nursing and midwifery through the promotion of high standards of education, training and professional conduct.

Our values are:

- **Transparency:** We share information about our work and accept responsibility to efficiently use organisation resources, improve our systems and help our registrants deliver safe and effective patient care.
- **Trust:** We act with honesty and integrity, not compromising the truth.
- **Leadership:** We lead by example, i.e., doing the right thing for the right reasons and not compromising core principles.
- **Respect:** We treat our stakeholders with mutual respect and sensitivity. We respect all individuals and value their contributions.
- **Equality and fairness:** We strive for equality and fairness in our dealings with registrants, members of the public and organisations.

Appendix 3: Organisational Structure

The Board is comprised of 23 members with a lay majority of 12. There are eight elected members. All Board members act in a non-executive capacity.

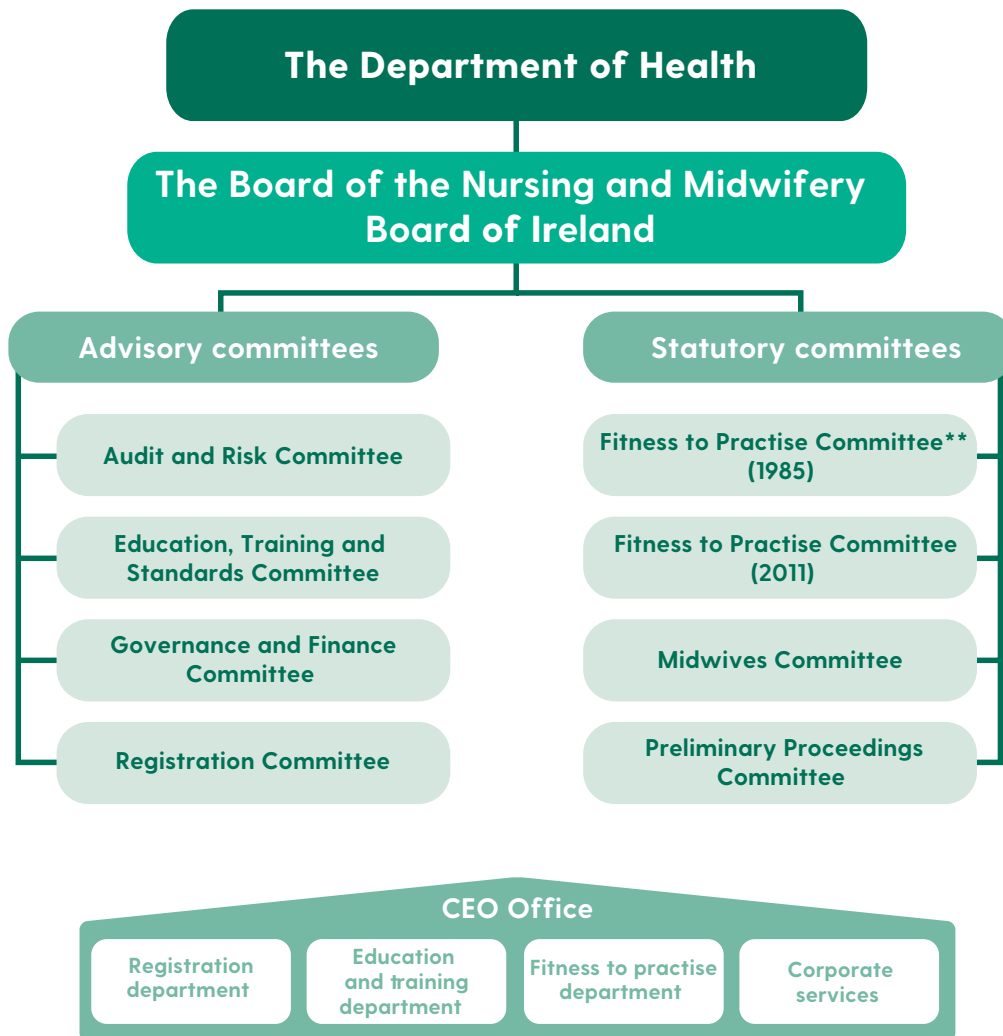
The Board sets the overall strategy and governance arrangements. The Chief Executive Officer is accountable to the Board for delivery. The Chief Executive Officer is supported by a Senior Management Team.

A number of committees have been established under the Nurses and Midwives Act 2011 to support the Board in its work:

- Fitness to Practise Committee established under the 1985 Act to inquire into complaints made prior to the commencement of the 2011 Act.
- Fitness to Practise Committee established under the 2011 Act to inquire into complaints referred by the Preliminary Proceedings Committee considered to warrant further action.
- Preliminary Proceedings Committee established under the 2011 Act to consider all complaints made and determine whether there is sufficient cause to warrant further action.
- Midwives Committee established under the 2011 Act to provide advice to the Board in relation to midwifery practice.

The Board has established a number of Advisory Committees to assist it in its work in the following areas:

- Audit and Risk Committee: this committee's function is to monitor the effectiveness of financial management and control, risk management and internal audit.
- Governance and Finance Committee: this committee ensures that our systems of governance and financial planning and resourcing are effective.
- Registration Committee: this committee oversees and provides strategic direction to the registration function as set out in the Nurses and Midwives Act. The committee advises the Board on all matters relating to Registration and Recognition of qualifications gained outside the State.
- Education and Training and Standards Committee: this committee advises and makes recommendations to the Board in relation to all issues pertaining to the Education, Training and Standards function of the Board in accordance with the provisions of the Nurses and Midwives Act 2011 (Part 10).



** The Fitness to Practise Committee (1985) was established under the Nurses Act, 1985 and its members were appointed under the Act. It will remain in being until all fitness to practise matters that originated under the 1985 Act have concluded.

The internal organisation structure reflects the statutory functions as set out in the Nurses and Midwives Act 2011. These are currently supported by four directorates based on these statutory functions. Each directorate is led by a director who reports to the Chief Executive Officer. The directors are not members of the Board. The title reflects an executive leadership role within the NMBI.





Bord Altranais agus
Cnáimhseachais na hÉireann
Nursing and Midwifery
Board of Ireland

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